

# Washington State Health Care Authority

## Human Resource Management Report

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Administrator

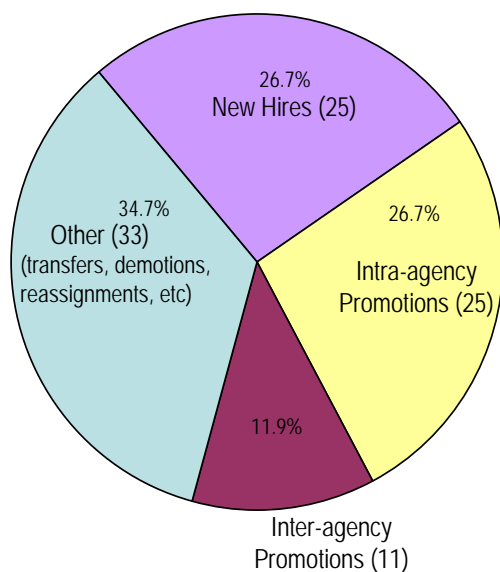
July 12, 2006



## Hire Workforce: Right People in the Right Job at the Right Time

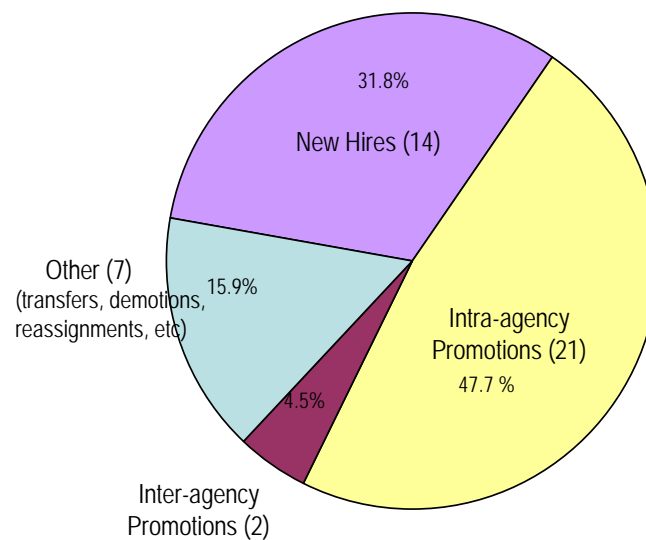
### HCA Hiring Balance 2003-05 Biennium

*(94 total appointments)*



### HCA Hiring Balance FY 06 Qtrs 1 - 3

*(44 total appointments)*



## Hire Workforce: Are we hiring the right people for the right job?

### **Objective:**

Best qualified candidates hired and retained

### **Strategy:**

Hiring the right people into the right job

### **Measure:**

Supervisor satisfaction ratings for new hires

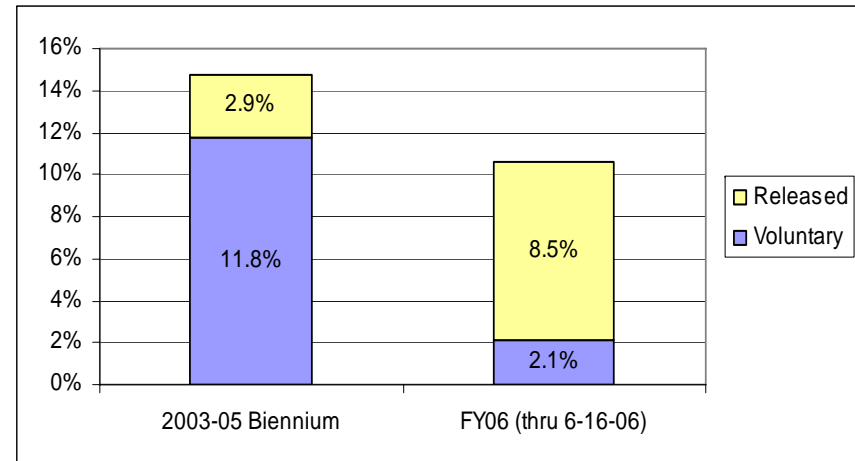
### **Target:**

“Satisfied” to “Very Satisfied” ratings for candidate pool and new hires

% of separations and extensions equal to or less than statewide average

*Data source: New Hire Survey; Data Warehouse*

### **Separation in Review Period**



### **New Hire Satisfaction**

- Does the employee have the necessary competencies to perform the duties of the position?

Yes – 92.3%      Unsure – 7.7%

- The amount and type of training needed by the employee to perform the duties of the position is:

About or less than expected: 91.7%

More than expected: 8.3%

- Rate overall level of satisfaction with this hiring decision:

Extremely or very satisfied: 92.3%

Dissatisfied: 7.7%

### **Information/Next Steps**

Hiring satisfaction survey began in October 2005. Data indicates most of supervisors (92.3%) are extremely satisfied or very satisfied with their hiring decisions.

Time-to-fill funded vacancies – began tracking to report in Fall 2006

Assess % and reason for separations

- “Fit/attitude” survey used to screen applicants in most recent hiring for customer service positions



Deploy Workforce: Do employees have day-to-day support to enable successful job performance?

**Objective:**

Ensure employees have the necessary support for successful performance

**Strategy:**

Expectations documented during performance development planning process

**Performance Measure:**

Employee survey ratings,  
#PDP's completed for upcoming cycle

**Target:**

Meet or exceed state average for "productive workplace" questions

*Data source: HCA Employee Survey Results; Evaluation Tracking System*

**Information/Next Steps**

Employee Climate Survey conducted in Spring 2006. HCA had a participation rate of 86% (compared to state participation of approximately 58%)

Comparison to 2005 survey shows slight improvement in employees knowing work expectations and feeling treated with dignity and respect.

HCA ratings meet or exceed statewide average in all but one category.

73% of employees have current performance expectations documented as part of their PDP.

**PRODUCTIVE WORKFORCE**

Q1: "I have the opportunity to give input on decisions affecting my work."

ALWAYS/  
ALMOST ALWAYS

Q2: "I receive information I need to do my job effectively."

OCCASIONALLY

Q3: "I know what is expected of me at work."

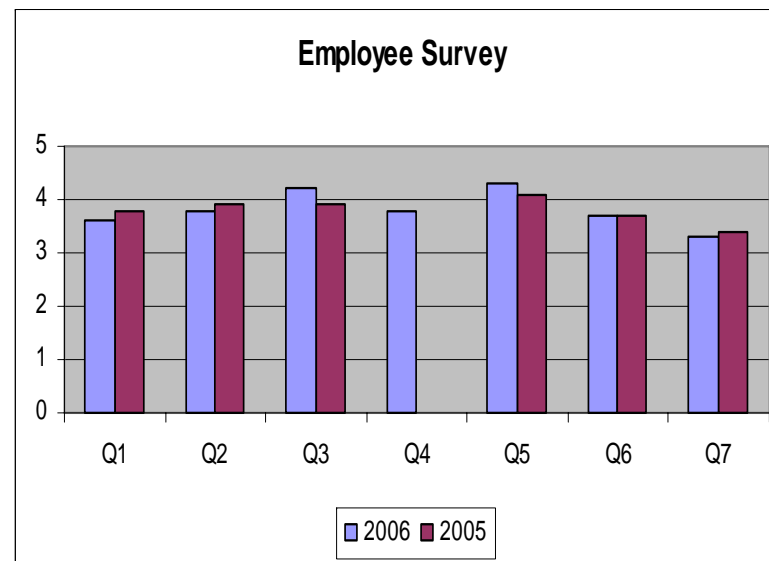
NEVER/  
ALMOST NEVER

Q4: "I have the tools and resources I need to do my job effectively."

Q5: "My supervisor treats me with dignity and respect."

Q6: "My supervisor give me ongoing feedback that helps me improve my performance."

Q7: "I receive recognition for a job well done."





## Deploy Workforce: Do employees come to work as scheduled?

### **Objective:**

Employees are present and engaged

### **Strategy:**

Improve our record of sick leave use and unanticipated absences.

### **Measure:**

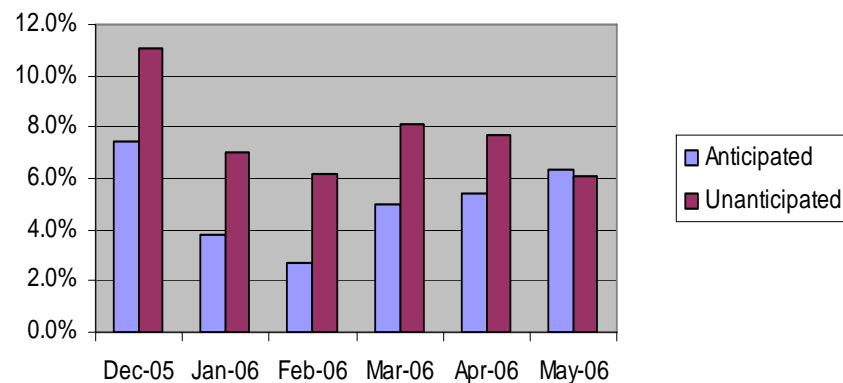
Sick leave hours and “unanticipated” absences compared to work hours available.

### **Target:**

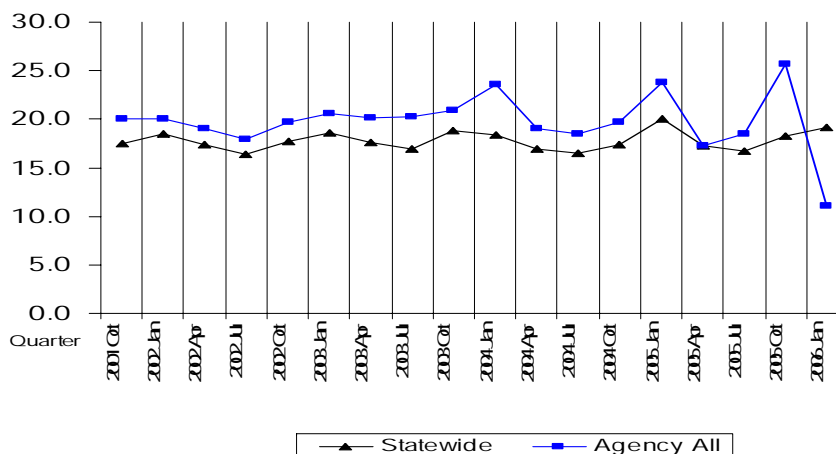
At or below state average for sick leave use

*Data source: Data Warehouse; Pipkin scheduling software*

### Anticipated vs. Unanticipated Leave: Basic Health



### Average Sick Leave Hours per Employee (quarterly, per capita)



\*Average since 10/01

#### Per Capita Sick Leave Use

Ave. Sick Leave Hours Used per Qtr\*      % of Earned Sick Leave

#### Just Those Who Took Sick Leave

Ave. Sick Leave Hours Used per Qtr\*      % of Earned Sick Leave

Statewide

17.7 hours

74%

22.8 hours

95%

HCA

16.5 hours

69%

22.2 hours

92%



## Develop Workforce: Do employees have competencies for present job and future advancement?

### **Objective:**

Employees have the tools to get the job done

### **Strategy:**

Provide meaningful learning and growth opportunities

### **Measure:**

Individual development plans are current

### **Target:**

Meet or exceed state average for "learning/development" survey questions

95% of employees have current development plans

*Data source: HCA Employee Survey Results; Evaluation Tracking System*

### **Information/Next Steps**

Employee Climate Survey conducted in Spring 2006. HCA had a participation rate of 86% (compared to state participation rate of approximately 58%).

Survey results comparable to statewide average – one rating slightly higher, one slightly lower.

73% of employees have current individual development plans. For 2006-2007, the goal is to have 95% - 100% completed.

Q1: "I have opportunities at work to learn and grow."

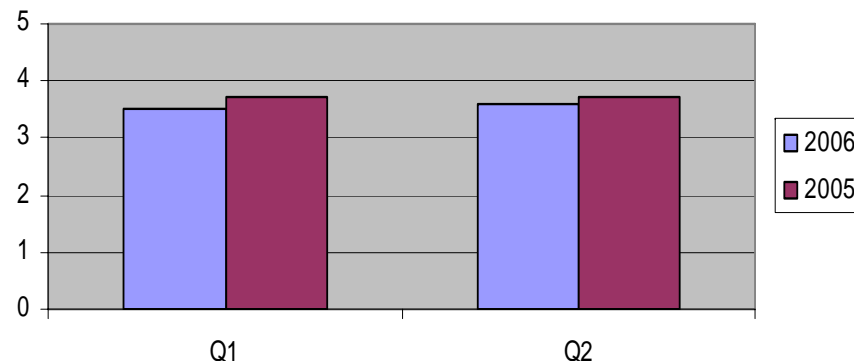
Q2: "My supervisor gives me ongoing feedback that helps me improve my performance."

ALWAYS/  
ALMOST ALWAYS

OCCASIONALLY

NEVER/  
ALMOST NEVER

**Learning & Development:  
Employee Survey Ratings**





Reinforce Performance: Is strong performance rewarded? Are employees held accountable?

**Objective:**

Employees understand their role and linkage to agency goals and good performance is recognized

**Strategy:**

Evaluations are timely and constructive

**Measure:**

# of on-time evaluations completed; employee survey ratings for "performance accountability"

**Target:**

Meet or exceed state average for "performance accountability" survey questions

95% of evaluations completed on time

*Data source: HCA Employee Survey Results; Evaluation Tracking System*

**Information/Next Steps**

HCA has one annual due date for evaluations. In 2005, 46% of evaluations were completed by the due date. The goal for 2006 is 95% – 100% on-time completion and will be reinforced through setting clear expectations, training, coaching, and regular status updates.

For the 2006 Employee Survey, HCA exceeded the statewide average on all performance accountability ratings.

Q1: "I know how my work contributes to the goals of my agency."

Q2: "I receive recognition for a job well done."

Q3: "My performance evaluation provides me with meaningful information about my performance."

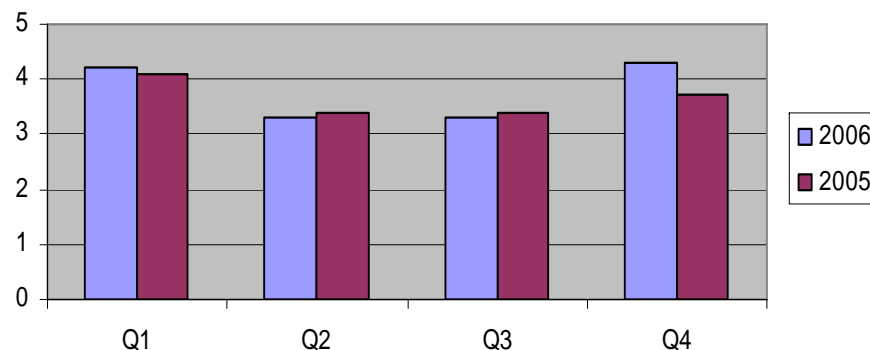
Q4: "My supervisor holds me and my co-workers accountable for performance."

**ALWAYS/  
ALMOST ALWAYS**

**OCCASIONALLY**

**NEVER/  
ALMOST NEVER**

**Performance Accountability:  
Employee Survey Ratings**





Ultimate Outcome: Are productive, successful employees retained?

**Objective:**

Retain a qualified and productive workforce.

**Strategy:**

Use exit survey data to make workplace improvements

**Measure:**

Turnover rate

**Target:**

Reduce the number of high-performing employees leaving HCA because they did not feel valued

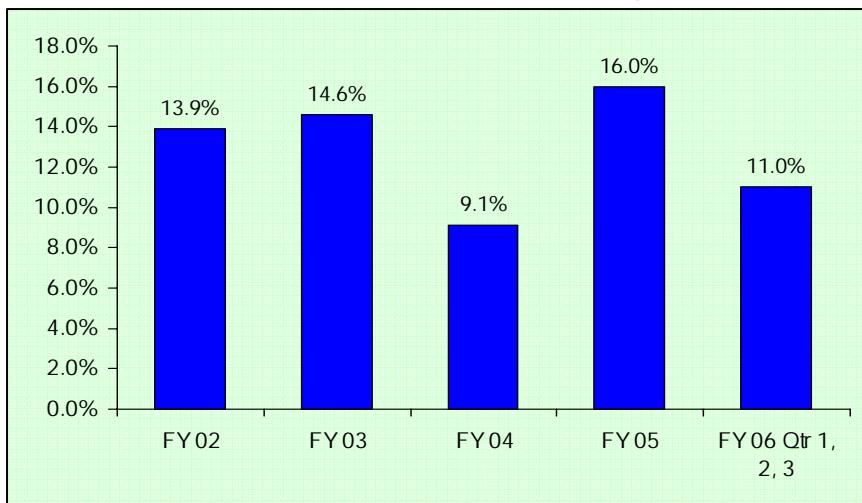
*Data source: Data Warehouse*

**Information/Next Steps**

Turnover rate for FY06 has reduced significantly in comparison to FY05.

Collect/analyze exit survey data for potential problems and trends and make workplace improvements.

**Turnover – Employees Leaving HCA**



**HCA Workforce Turnover Breakdown**

